ODP 2063-77

1 7 OCT 1977

MEMORANDUM FOR: Chief, Management Assessment Staff, DDA

FROM   : Clifford D. May, Jr.
                 Director of Data Processing

SUBJECT   : DDA Office Management Conference

1.   At the Management Conference I suggest the following agenda:

    a.   FY 1977 Objectives Status Report for:

        CAMS
        TADS
        SAFE
        RAPID

    b.   FY 1978 Objective Action Plans for:

        CAMS
        TADS
        Computer Plan
        SAFE
        PERSIGN
        Programming Standards ‑ I will suggest dropping
        Minicomputer Support   this Objective at the DDA
        ADSTAR   level

2.   Attached are copies of the final status report on FY-77 objectives and initial action plans for FY-78 objectives.

Clifford D. May, Jr.

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Atts

Distribution:
Orig & 1 - Addressee
     1 - ODP Registry
     2 - O/D/ODP
O/D/ODP/ ███████ /mlc/17October1977

STATINTL

ROUTING AND RECORD SHEET

SUBJECT: (Optional)
DDA Office Management Conferences   ODP # *1864-77*

FROM: Chief, Management & Assessment Staff, DDA	EXTENSION	NO. DDA 77-5080
		DATE 14 September 1977 STATOTHR

25X1A

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. Director of Data Processing				*record file*
2. *E O*			15 Sept GD	
3. *A/C/MS*				
4. *Jay - Action DNE 10/13.*			*JC*	
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				

25X1A

DDA 77-5080
14 SEP 1977

ODP # /864-77

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training
Chief, Information & Privacy Staff, DDA
Chief, Information Systems Analysis Staff, DDA

STATINTL   FROM: ███████████████████

Chief, Management & Assessment Staff, DDA

SUBJECT: DDA Office Management Conferences

REFERENCE: Mult Adse Memorandum dated 8 August 1977
from Acting DDA (DDA 77-4457), Subject:
Directorate MBO Program for FY 1977 & FY 1978

    1. The bimonthly management conferences of the DDA
and the Office Directors which are scheduled for October
will provide the opportunity for review of the action plans
on the objectives for FY 1978 and for report on the status
of selected FY 1977 objectives covering the period 1 August
through 30 September. Attached is the schedule of dates
and times for the October conferences.

    2. In preparation for the conference, it is requested
that each office submit to the DDA through the Management
and Assessment Staff in two copies and at least 8 working
days before its conference--

        a. both initial action plans for the FY 1978
new objectives and revised or current action plans
for objectives carried over from FY 1977; and

        b. the final status report on the action plans
for each of the FY 1977 objectives.

SUBJECT: DDA Office Management Conferences

        3.   The primary emphasis of the conference will be on
the FY 1978 MBO program.   Since only 1 hour has been reserved
on the calendar for the October management conference, there
may not be sufficient time to complete the status review
of all the FY 1977 objectives.   If this appears to be the
case, an office may elect to identify separately those
FY 1977 objectives that should be on the agenda for discus-
sion with the DD/A and those, such as completed objectives,   STATINTL
where the written status report requires no elaboration,
explanation, etc.
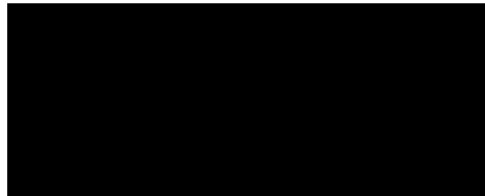
Attachment:
   October Management Conference Schedule

cc: A/I/DDA, w/att
      Budget Staff, w/att
STATINTL   Comptroller ███████, w/att

DDA MANAGEMENT CONFERENCES
OCTOBER 1977

OFFICE	DATE	TIME	
IPS	11 October 1977	1:30	
ISAS	12 October 1977	1:30	
OF	17 October 1977	1:30	
OS	18 October 1977	1:30	
OP	19 October 1977	1:30	
OMS	20 October 1977	1:30	
→ ODP	25 October 1977	1:30	*Objectives Due 13 Oct.*
OC	26 October 1977	1:30	
OTR	27 October 1977	1:30	
OL	28 October 1977	1:30	

| GOF # 1066-77 |

DDA 77-4457 Attachment A

8 August 1977

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training
Chief, Information & Privacy Staff
Chief, Information System Analysis Staff

FROM: Michael J. Malanick
Acting Deputy Director for Administration

SUBJECT: Directorate MBO Program for FY 1977 & FY 1978

    1. The MBO Schedule, which is attached, signals the be-
ginning of the Directorate's FY 1978 Management by Objectives
(MBO) Program and the wrap up of the FY 1977 Program.

    2. The past year has seen reduced commitment to MBO
by other organizations--both in other agencies and in CIA.
A review of the contributions of MBO to this Directorate
over the past few years, however, leads to the conclusion that
the philosophy and techniques are particularly appropriate
to the activities of DDA. Among many other features, MBO--

        a. provides an opportunity and framework not
   otherwise available for a deliberate, scheduled,
   and periodic professional dialogue on the status
   and progress toward achievement of key management
   objectives of the Directorate;

        b. reserves for review of long-range manage-
   ment objectives an allotment of time that otherwise
   would be spent on day-to-day, short-range problems;

        c. offers a unique perspective from which to
   view Directorate management efforts; and

        d. fosters communications and coordination.

These few, listed attributes alone constitute a bottom line equaling a plus.

3. Recently a DDA Administrative Notice (#77-5 dated 28 July 1977) reaffirmed commitment by the DDA to use of Letters of Instruction (LOI's) that are part and parcel of the MBO concept. This memorandum affirms commitment by the DDA to MBO--a forward-looking, results-oriented, participative management program. Focusing on selected key management areas, the Directorate's MBO Program will continue to address objectives that are innovative, problem solving, and/or uniquely important.

4. The first step toward establishing the FY 1978 MBO Program has been the selection of three Directorate management goals against which to concentrate MBO efforts and frame objectives.

   a. <u>Better Results - Effectiveness</u>

   The Directorate will undertake specific actions to improve the results--that is, the effectiveness-- of its activities. Results are the raison d'etre for the organization, resources, and operation of this Directorate. A priority goal must always be "excellence"--to better our "product."

   b. <u>Update Expertise - Proficiency</u>

   The Directorate will undertake specific actions to update or modernize the management and performance of its activities. Change constantly occurs in management and administrative policies and practices; in the political, social, and economic environment; and in technology. Many of these changes represent new ideas or advances in the "state of the art" whose adoption or synthesis will help sustain the high level of organizational and personal expertise demanded of DDA--especially in a time of dwindling resources.

   c. <u>Enhance Information Management</u>

   The Directorate will undertake specific action to enhance handling and exploitation of information. Expansion of ADP, word processing, files, libraries, graphics--all continue to offer more and more challenges to the manager. Positive efforts must be taken by the Directorate to attain a high degree of efficiency in handling information and to optimize usefulness of the information.

An objective of this Directorate is to represent in the end of FY 1978 specific and measurable progress against each one of these management goals.

5. Each Office should review its activities and plans for identification and development of at least one objective under each of these three Directorate goals. Although these objectives will be deemed the priority objectives of the Directorate, Office Directors are expected to recommend also objectives that are responsive to other implicit Directorate or to Office goals.

6. The MBO Schedule provides for the submission of proposed objectives to the DDA on or before 31 August. Please forward proposed objectives through the Management and Assessment Staff in the format illustrated by Attachment B. That format provides for:

      a. Identification--number and short title

      b. Statement of objective

      c. Comment or description if needed to clarity the objective

      d. Coordination with other Offices

      e. Goal

7. The MBO Schedule anticipates review and approval of FY 1978 objectives by the DDA before the end of September for implementation on 1 October.

8. Although action plans need not be submitted with the proposed objectives, it is recommended that each Office at a minimum tentatively outline an action plan at the time the objectives are formulated. The schedule anticipates submission of action plans for discussion at the October 1977 Management Conferences. To assist Offices in the development of action plans, attached is a copy of "Guidelines for Writing Objectives and Action Plans."

9. The final Management Conferences on the Fiscal Year 1977 MBO Program will be held in October. By the end of November, each Office should be prepared with an evaluation of its missions and functions, preferably by use of the positive indicators that have been developed during Fiscal Year 1977. These evaluations will be discussed with the DDA on or about 30 November 1977.

10. Formal post review of the FY 1977 MBO Program and submission of a report to the DDA in November will be the responsibility of the Management and Assessment Staff in consultation with the Offices as required.

11. MAS personnel are available on extension ▇▇ to provide assistance requested by the Offices.

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Michael J. Malanick

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Sample format

Attachment B

DDA - FY 1978 MBO PROGRAM
Proposed Objectives

OFFICE OF GENERAL SUPPORT

1/ NUMBER: OGS-8-78

2/ SHORT TITLE: Omnibus Microfilm Project

3/ STATEMENT OF OBJECTIVE: To implement procedures by 31 March 1978 for weekly, multi-copy
                                microfilming of the central Omnibus files for distribution to
                                users.

4/ EXPLANATION: Copies of microfilm will be sent to the 38 Offices having frequent
                                need to refer to the central Omnibus files. This will give users
                                immediate access to information in contrast with a current waiting
                                period of three days now required for reproduction, mailing, and
                                routing of a xerox copy on demand.

5/ COORDINATION: The Office of Special Support has concurred with the proposed
                                objective which is a joint project. Approval by the Office of
                                Microfilming will be required for selection of equipment.

6/ GOAL: This objective supports the Directorate goal for improving effec-
                                tiveness of its activities

1/   Numbers will consist of Office initials, next sequential number following last number
     assigned in FY 1977, and fiscal year in which the objective is initiated. Objectives that
     continue from prior years will retain the old number but drop the alphabetic designation
     of objective level (formerly used to identify Agency vs. Directorate MBO Program).
     Example: OGS/D-3-77 will be OGS-3-77.

2/   Common use name for objective.

3/   See "Guidelines for Writing Objectives" for suggestions in preparing the statement.

4/ For clarification, further description, etc., to aid in understanding and review leading t approval of the objective by the DD/A.

5/ Identify other Offices that are or will be involved in attainment of the objective and coordination status.

6/ Answer to the implied "why" of the objective.

8 August 1977

DDA - FY 1978 MBO PROGRAM

SECTION I: Guidelines for Writing
                      Objectives

SECTION II: Guidelines for Writing
                      Action Plans

SECTION I
GUIDELINES FOR WRITING OBJECTIVES

The format of a written objective usually contains at least three major components. It specifies action, results, and the conditions (constraints) under which an objective is to be performed. That is, the statement indicates the "what" (action), the "when" and "how much" (conditions) of the action and its anticipated results. The "why" of the objective is not given here because it has been discussed in the goal setting process. The "how" is typically excluded from the objective statement because this is a purpose of the action plan. An example of a statement of an objective follows:

To reduce the amount of employee turnover (action) by 25% (result) by October 1st (condition/ time constraint).

1. Specific

An essential characteristic of a good objective is that it should be specific. That is, it should clearly, concisely, and unambiguously suggest one key area of activity in which accomplishment is to take place. The statement should enable all concerned to determine what single end result or condition is to be achieved.

Objectives usually are written beginning with "to" followed by an action verb such as:

analyze	develop	introduce	recruit
calculate	establish	limit	reduce
classify	expand	list	repair
complete	implement	operate	select
conduct	improve	organize	solve
decrease	increase	perform	train
describe	install	publish	write

2. Conditions or Constraints

The parameters under which the action is to be performed and results achieved need to be stated. Constraints may include a variety of items such as time, cost, resources, and physical or environmental conditions.

3. Measurable, Tangible, or Verifiable

Some objectives are easy to quantify whereas others are extremely difficult. Where possible objectives should be stated in some measurable terms such as dollars, percents, ratios, quantities or time. Measurable objectives make it possible to determine if the objective has been achieved, which in turn aids in the performance appraisal process.

For those key areas in which performance is difficult to measure such as development of personnel or the improvement in relations with subordinates, subjectives can be used. Subjectives are formulated in terms of specific verifiable activities or events which, if achieved, should lead to the desired result.

4. Consistent

Objectives should be consistent with and supportive of organization plans, policies and procedures.

5. Attainable

Given the abilities of the individual involved and the resources available, a realistic possibility of achieving the objective should be expected. Furthermore, the individual should have control or at least influence over the accomplishment of the objective. The actions needed to accomplish the desired result should also be within the authority of the individual.

6. Challenging

Achieving the objective should require greater effort than needed to maintain the status quo. An objective should challenge an individual to expand his abilities and should focus on growth and development.

However, it should be recognized that some legitimate performance objectives require maintaining the status quo. With changing environmental conditions, maintaining the status quo can be a challenge. An example of challenging maintenance performance objective may be to keep your production at the same level with a parallel reduction in funds or personnel.

7. Relevant and Important

Achievement of the objective should provide the maximum payoff on required investment in time and resources as compared with other objectives. That is, the objective should be focused on key result areas.

In review, although all objectives will r   meet these
criteria, they can serve as guidelines objec-
tives:

-- Be specific regarding action to be taken and
   results expected.

-- State conditions or constraints such as time and
   cost.

-- Be measurable, tangible, or verifiable.

-- Be consistent with other organization objec-
   tives, policies, plans and procedures.

-- Be attainable given abilities and resources.

-- Be challenging.

-- Be relevant and important.

SECTION II
GUIDELINES FOR WRITING ACTION PLANS

1. The statement of the objective identifies "what" is to be done. The function of the action plan is to outline "how" it will be accomplished. The action plan should specify those activities, resources and events required to achieve the objective.

2. Some objectives are simple and require an action plan which can be stated in a brief manner. Others require more extensive investigation to determine what is needed to obtain the desired results. The following steps may be helpful in facilitating the development of an action plan:

Phase I: Define Supporting Actions Needed to Accomplish the Objective

The action plan should itemize the specific significant action (milestones) that the responsible officer intends to take to achieve the objective. These milestones should represent the completion of critical actions necessary for the manager to accomplish his objective and should meet all of the following criteria:

    (A) Measurable - Each milestone should be stated in terms that will allow determination of whether it has been completed.

    (B) Significant - Each milestone should represent a significant step toward achievement of the objective.

    (C) Logical - Each milestone should follow logically from the previous steps and lead to future steps.

    (D) Complete - Completion of all of the milestones called for in the plan should assure achievement of the objective.

Phase II: Assign Responsibility for Each Supporting Action

The action plan should cover only those actions to take place during a given fiscal year. A rule of thumb is that at

least one milestone should be scheduled for completion in each two-month period of the fiscal year.

Phase IV: Specify Resources for the Objective

Although the objective statements may have identified some resources (conditions) needed to achieve an objective, further delineation of the type and amount of resources required to implement the plan is desired. An estimate of the fiscal year resources in terms of manyears and dollars should be included in your action plan.

Phase V: Verify Time Schedules and Modify Action Plan

Determining the most suitable action is often an interactive process. That is, several reviews and changes may be needed in the original plan before a final action plan is made. Such modifications may also alter the original time schedule and require adjustments.

3.   Once you have completed the step outlined above, please submit your action plan on Form 3629 (attached).

Office of Data Processing

Active Objectives for FY 1977
August 1977

SAFE - By April 1981 put into operation a reliable
and expandable on-line data processing system to facilitate
the intelligence analyst's access to and use of intelligence
data so that the quality and timeliness of finished intel-
ligence can be improved.

RAPID - By 31 March 1978 complete acceptance testing
at the contractor's site of a computer system for data
communication and report preparation functions concerned with **STATSPEC**
STATSPEC publishing ▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓ By 30 September 1978 complete
the implementation of an operational system ▓▓▓▓▓▓▓▓

CAMS Enhancements - By 30 September 1977 complete
action on the COMIREX Automated Management System (CAMS) required
to:

Establish an initial operating capability in October 1976;
Modify the system after establishment of the initial operating
capability to overcome operational problems and to install
remaining Block I capabilities and high priority Block II
enhancements; and revise the management plan as necessary to
reach an agreed upon schedule with the COMIREX Staff for
Block II, III and IV CAMS enhancements.

Payroll Legal Requirements - By 30 September 1977 complete
the modification to the Payroll system for legal requirements,
and prepare for system testing.

CAMPS - By 30 September 1977 design a system to allow
OMS analysis to perform statistical studies on clinical and
medical history data.

CENCO - By 30 September 1977 implement for the Cover and
Commercial Staff an automated cover history system and a
cover compromise summary.

PERSIGN II - By 30 September 1977 complete all specifica-
tions for the Personnel Assignment System (PERSIGN II) excluding
conversion specifications, and begin the majority of the
programming and testing tasks.

Computer Plan - By 30 September 1977 increase ODP
computer service capacity so that the following levels are
reached:

Type of Service	Capacity FY-76	FY-77	
Batch Processing	200	240	CPU hours/day
GIMS Production	12,000	24,000	tranactions/day
Time Sharing	140	225	concurrent users

Evaluation of Program Performance - By 30 September 1977
produce a series of graphic, output-oriented indicators which
can be used to judge performance of program missions (functions).

Regulation Update - Complete the update of Headquarters
Regulations (HR) under the cognizance of Office of Data Process-
ing by 30 September 1977.

TADS - By 30 January 1978 complete the installation of
a computer based Telemetry Analysis and Display System (TADS)
to facilitate the analysis of telemetry and radar data by
analyst's in OWI and OSO.